



Department of Defense  
**INSTRUCTION**

**AD-A272 149**



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ASD(MI&L)

SUBJECT: Work Force Motivation

- References:
- (a) DoD Directive 5010.31, "DoD Productivity Program," April 27, 1979.
  - (b) DoD 5025.1-M, "Directives System Procedures," April 1981, authorized by DoD Directive 5025.1, October 16, 1980
  - (c) DoD Instruction 5010.36, "Productivity Enhancing Capital Investment," December 31, 1980.
  - (d) Federal Personnel Manual, Chapter 451
  - (e) DoD Instruction 5120.16, "DoD Incentive Awards Program: Policies and Standards," July 15, 1974.

**A. PURPOSE**

1. Consistent with reference (a) this Instruction provides policy, prescribes procedures, and assigns responsibilities for the establishment and administration of DoD work force motivation efforts. Its objective is to enhance productivity through the use of work force motivation.

2. Authorizes the publication of DoD 5010.31-G, Guide for the Design and Implementation of Productivity Gain Sharing Programs, consistent with (reference (b)).

**B. APPLICABILITY AND SCOPE**

1. This Instruction applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Organization of the Joint Chiefs of Staff, and the Defense Agencies (hereafter referred to as "DoD Components").

2. This Instruction applies to all DoD Component organizations and units for use in enhancing mission readiness through efforts that motivate people and, thereby, improve their morale, job satisfaction, and productivity.

**C. DEFINITIONS**

Terms used in this Instruction are defined in enclosure 1.

**D. POLICY**

It is the policy of the Department of Defense to support:

1. The application of motivation techniques that will improve job satisfaction and the quality of work life and increase productivity of the work force.

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2. The employment of work force motivation efforts as an integral part of the DoD Productivity Program (reference (a)). DoD Components will undertake these efforts with full awareness of the opportunities for productivity improvement affected by productivity enhancing capital investments in accordance with DoD Instruction 5010.36 (reference (c)), operational improvement and efficiency reviews, resource determination, and other DoD programs. DoD Components will consider the impact of these efforts on productivity goals, measurement, and evaluation.

3. Forums wherein personnel and their representatives may make recommendations concerning task organization and work procedure decisions affecting them. DoD Components should ensure that approaches to work force motivation and quality of work life are implemented with the full knowledge and acceptance of management, workers, and worker representatives.

4. Defense personnel research efforts, both in-house and contract, to test and evaluate behavioral and management science concepts in the DoD work environment.

5. Documentation of the successes and failures of work force motivation efforts and make the results available as a learning resource for other activities.

6. The application and benefits of behavioral science and work force motivation techniques in DoD management training. This training should place specific emphasis on techniques in use within the DoD Components.

7. DoD Component managers reuse of all or a part of the benefits resulting from successful application of motivation efforts. Benefits may be used to reduce backlogs, reduce resource requirements in annual budgets, or support valid unfunded requirements during the operating budget year. Reuse should be at the level that creates an incentive for management participation in the program.

8. Maximum use of incentive awards as authorized by law and regulation and contained in Chapter 451, Subchapter 6, FPM, and DoD Instruction 5120.16 (references (d) and (e)).

9. Compliance with stated obligations to labor organizations, as appropriate, when negative changes in conditions of employment may result from work force motivation efforts.

10. Accomplishment of personnel actions due to automation or increased productivity through reassignment, training for new skills, or voluntary attrition, to the extent practical.

#### E. PROCEDURES

Each Component should:

1. Plan and schedule the implementation and operation of work force motivation efforts. The plan shall be in accordance with the policies and

guidance contained in DoD Directive 5010.31 (reference (a)) and at a minimum, should:

- a. Define work force motivation objectives and goals.
  - b. Tailor the approach to work force motivation to a particular situation or diagnosed organizational need.
  - c. Identify activities involved, objectives and goals of each activity, and selected and alternative approaches.
  - d. Provide means for documenting, measuring, evaluating, and disseminating results including recommendations on how to apply the results.
  - e. Include a schedule of efforts planned for the period corresponding to the concurrent Five-Year Defense Plan.
2. Elicit employee participation in work force motivation programs through appropriate procedures and consistent with any applicable labor relations obligations.
  3. Decentralize the administration of the work force motivation effort to the greatest extent possible.
  4. Develop and maintain a data base of program-related information as an aid to intra- and inter-Component information exchange, and to respond to specific inquiries on the status of efforts within the Department of Defense. The data base shall contain information on work force motivation plans, accomplishments, and trends.
    - a. Aggregate the data to a summary level within each DoD Component.
    - b. Use the data to support the DoD Component budget requests as well as assessment or review by auditors or inspectors.
    - c. Make information available to the OSD or to other federal agencies, upon request, when it is essential for resolution of internal or external issues.
    - d. Maintain and provide, upon request, the following:
      - (1) A list of activities and functions that have or are implementing work force motivation efforts.
      - (2) The type of motivation effort and number of personnel involved, such as quality circles, incentive pay system, Socio-Technical programs.
      - (3) The total estimated annual investment and savings in both dollars and personnel.
      - (4) The total number of work force motivation efforts that have been discontinued and the reasons for discontinuance.

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### DEFINITIONS

1. Behavioral Science. The systematic study of people and their relationships to each other in social settings.
2. Productivity Gain Sharing. Recognition of individual or group productivity through cash or other awards that meets or exceeds a standard established for quantity or quality of work produced.
3. Job-Satisfaction. How much a person likes or dislikes his or her job, that is, the evaluative component of job attitude, usually measured by a questionnaire or interview.
4. Motivation. That which arouses, maintains, and directs the desire and will to engage in particular types of behavior. It may be positively directed (functional) or negatively directed (dysfunctional).
5. Productivity. A measure of an organization's or function's performance. The efficiency or effectiveness with which resources (inputs) are used to accomplish a given mission (outputs).
6. Quality Circle. A small group of employees (5 to 15), generally from the same work area, normally led by their first-level supervisor, who meet regularly on a voluntary basis, during normal working hours, to identify and analyze problems associated with their work, develop solutions, and recommend a course of action to management.
7. Quality of Work Life. A generic phrase that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational interpersonal relationships, and its intrinsic meaning in a person's life. It is also a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives.
8. Resource Determination. The process and procedures used to identify and match resources with specific workloads, activities, or functions so as to perform the work in an efficient and effective manner (also know as work measurement).
9. Socio-Technical Program. A systematic change effort designed to improve organizational uses of outputs from human and technological systems.
10. Work Environment. The physical location in which personnel perform designated tasks to accomplish DoD mission objectives.